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U.S. General Staff.

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# STAFF MANUAL

UNITED STATES ARMY



1917



WASHINGTON  
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1917

**War Department.**

**Document No. 644.**

**Office of The Adjutant General.**

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# STAFF MANUAL.

WAR DEPARTMENT,

WASHINGTON, *August 1, 1917.*

1. The following Staff Manual, prepared by the General Staff of the Army, has been approved by the Secretary of War and is published for the information and government of the Army of the United States.

2. The subject of staff service in our Army is nowhere treated in a single compact publication. Effort by officers to familiarize themselves with the higher staff duties and the relations of our staff departments to each other and of the General Staff to all of them necessitates research through the Army Regulations, Field Service Regulations, and the manuals of the several staff departments and the study of foreign classics on the subject. The subject is nowhere epitomized in our tongue for our service.

3. Recent interviews with officers of the French and British Armies have shown their reliance and dependence on the staff manuals of their respective services. These manuals are designed primarily to define the mutual relations of the several branches of the staff, and particularly those that should exist between the General Staff and the administrative and technical services in the field.

4. The essential and specific function of the General Staff with troops in these armies is to assist the commanding general in arrangements for military operations. This includes the supervision of the training that must precede military operations and the collection and collation of the information upon which the plans of operations are based. The principal defect of our existing regulations is that responsibility for these duties is not clearly assigned to the General Staff or to any other agency under the commanding general. It is believed that the efficiency of our forces in the present war demands an authoritative assignment of these duties to competent staff officers and a clear

understanding as to the relations that should exist between this operations staff and the administrative and technical services. Our regulations provide that the staff service of a command shall be coordinated by the senior general staff officer, who is designated as Chief of Staff. But the goal of coordination, that is, successful military operations, is not emphasized as in other services by a clear definition of the special duties and functions of the General Staff with troops.

5. It is believed that for commands outside the War Department such staff service should follow broadly the lines practiced in Great Britain and France, freeing the Chief of Staff and General Staff from administrative routine, primarily charging them with General Staff duty proper, retaining for the Chief of Staff of a command only the minimum of supervision and coordination of the administrative and technical staff necessary to enable him to assist his commander in undertaking operations free from anxiety as to failure or lack of cooperation by supply and technical services. In the British and French practice this is accomplished by a chief of technical and supply service, junior in rank to the Chief of Staff and, in the last analysis, necessarily subordinate to him as the chief staff officer of the commander, but in technical and administrative matters taking from the commander and Chief of Staff the burden of supervision and coordination of those services. In our Army that staff officer, by tradition and custom marked for this supervision of the administrative service is the adjutant, the medium of communication between the commander and his subordinate individuals and organizations and the custodian of his principal records. An adjustment of staff relations on this line will do no violence to existing regulations, except in the single paragraph 261, Field Service Regulations, where the administrative section of the General Staff would properly be omitted. The readjustment will come about naturally, without a swelling of the volume of military correspondence or the delay of official business. It will permit that strong specialization in general staff duty believed to be essential to our success in war.

(062.11, A. G. O.)

BY ORDER OF THE SECRETARY OF WAR:

TASKER H. BLISS,

*Major General, Acting Chief of Staff.*

OFFICIAL:

H. P. McCAIN,

*The Adjutant General.*



# STAFF MANUAL.

(Prepared in War College Division, General Staff, 1917.)

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## I. STAFF PRINCIPLES.

1. All military units larger than a company have headquarters and staffs. The headquarters of battalions and brigades have no administrative functions. When such units operate independently their headquarters have for the time administrative functions, and an administrative staff is temporarily assigned. The commander of an army concerns himself with broad questions of strategy and military policy. Administrative functions in the field are exercised principally within the division. A commander is assigned such general, administrative, and technical staff as is necessary for the discharge of his duties.

Staff functions of units larger than brigades divide into two groups, viz:

(a) General staff.

(b) Technical and administrative staff, comprising record, inspection, law, supply, sanitary, engineer, ordnance, and signal.

The commander is within his rights in supplementing such staff as is assigned to him by details of assistants from his command, generally in the capacity of learners and understudies, to insure a continuity of staff service in time of frequent casualties. However, "a bulky staff implies a division of responsibility, slowness of action, and indecision, whereas a small staff implies activity and concentration of purpose." (Memoirs of Gen. W. T. Sherman.)

No matter how numerous the individuals in the several staff groups, there is but one staff, and it has but the one purpose—to assist the commander in his mission. The highest usefulness of staff officers of all kinds to commander and troops lies

in the efficient performance of their staff duty. The success of the command as a team, led by the commander, attended by the minimum of friction, discomfort, misunderstanding, and loss for the units of the team is the very acme of staff service.

Untiring industry, helpfulness, self-sacrifice, and self-effacement are the foundation stones of efficient staff service. The staff officer, as such, gives no orders in his own name. He seeks no credit for success gained by his commander on his advice; and conceals his nonconcurrence in plans that have brought disaster. He foregoes opportunities for personal distinction to devote himself to the interests of his commander and comrades, yet, when exposure is demanded, so bears himself that his motives in the former case are beyond question. Tact, good temper, forbearance, alertness, willingness to accept responsibility, reserve, good judgment, and straight thinking, not to mention personal valor, would be the conspicuous characteristics of the perfect staff officer.

## II. STAFFS OF VARIOUS COMMANDS.

2. The senior officer of each staff department represented in the command is its chief, the others are his assistants.

| Commander.                  | General Staff. | Adjutant. | Inspector. | Judge Advocate. | Quartermaster. | Surgeon. | Engineer. | Ordnance. | Signal. | Aides. |
|-----------------------------|----------------|-----------|------------|-----------------|----------------|----------|-----------|-----------|---------|--------|
| Army <sup>1</sup> .....     | 6              | 4         | 2          | 2               | 8              | 3        | 1         | 2         | 2       | 3      |
| Army Corps.....             | 3              | 2         | 1          | 1               | 8              | 3        | 1         | 1         | 1       | 3      |
| Division.....               | 3              | 1         | 1          | 1               | 6              | 3        | 5         | 2         | 2       | 2      |
| Brigade.....                | 3              | 1         | 1          | 1               | 6              | 3        | 5         | 2         | 2       | 2      |
| Lines of communications.... | 3              | 1         | 1          | 1               | 6              | 3        | 5         | 2         | 2       | 2      |

<sup>1</sup> A Chief of Staff and such other staff as the commander deems necessary.

The functions of chief of artillery and chief engineer on the staff of the division commander will be performed by the commander of the divisional artillery and the commander of the engineer troops, respectively.

A division is accompanied by an agent of the Post Office Department for the prompt dispatch and distribution of mails. The Postal Service in the theater of operations in time of war is directed by an official of the Post Office Department stationed at the base of the line of communications.

In commands may be accompanied by press correspondence under the sanction of the War Department.

An official photographer accompanies Army corps or other important independent field force. Such persons are detailed by the War Department.

NOTE.—See Appendix A, Diagram of General Organization and Functions of the Staff. This diagram is correct in detail for a division. It applies in principle to other commands.

### III. THE GENERAL STAFF.

3. The General Staff service of a command is performed by the Chief of Staff and such assistants as are necessary. It comprises the special functions of the Chief of Staff and the two general branches of combat or operations and intelligence or information, each branch with its related subjects.

(See diagram, Appendix A.)

4. **The Chief of Staff.**—No other member of the staff reaches the official level of the Chief of Staff in the importance of his duties. He assists his commanding general in supervision and coordination of the command, but his primary duty in war has to do with operations; and in peace with the training of the command and its preparation for war. He is present at all important conferences of the commander and accompanies him on all occasions involving operations, or is represented with him by a General Staff officer, and is his principal adviser.

The Chief of Staff is the dependence of his commander for accurate information as to the position, strength, and movements of any part of the command; the state of supply and ammunition and the facilities for their renewal; the losses that have been suffered and gains that are expected; the fatigue and hardships that have been undergone; and the effective strength of the command in morale and numbers.

He relieves the commander of much that is unimportant, and for the proper performance of his duties must be permitted much independence of action. In the name of the commander he coordinates and controls the operations of the troops, and the technical and administrative services, exacting responsibility for the latter from the adjutant. He is responsible for the whole working of the staff; that it functions without friction and according to the regulations; and his powers of supervision and control in the commander's name are coextensive with this duty, and will

be exercised to the extent he may deem necessary to carry out the same.

The Chief of Staff bears in mind the plans and policies of his commander and guards against neglects and omissions. He prepares matters for the decision of the commander laying his views frankly before him but without insistence that they be accepted or resentment if they are rejected. He should know no other attitude than that of entire loyalty to his commander's decision, once announced, whether or not in accord with his personal views.

When absent the commander is represented by the Chief of Staff, pending the formal assumption of command by the next senior line officer present. His functions in such instance are technical. He is not competent in such case to censure officers or organizations, and in the absence of knowledge as to the commander's wishes, the next senior line officer present with the command must be consulted before orders are issued. In the absence of both commander and Chief of Staff the chief of operations of the General Staff succeeds to the routine duties of the latter, but if any orders are necessary must consult the senior line officer present with the command.

**5. The operations section.**—This branch of General Staff work will be normally under the immediate charge of the General Staff officer next in rank after the Chief of Staff. Such assistants will be detailed as are necessary, if not assigned to the command from the General Staff. While the Chief of Staff is intimately concerned with the work of this section, and will give its efficiency his close personal attention, it must be so conducted that he will not be bound to its routine. Likewise, the officer in charge of the section must be free to accompany the commander when designated by the Chief of Staff. Normally the signal officer of a command is given duty in this section of the General Staff, having to do with the efficiency of the several methods of communication, radio, visual, and wire; the receipt and transmission of messages; headquarters telephone and telegraph service; wireless interceptions and listening-in; carrier pigeons, etc.

The operations section of the General Staff assists in planning movements, maneuvers, and combat. It advises as to the assignment of reinforcements, and as to the units from which detachments are made to other commands. It prepares for approval the tentative drafts of field orders and the final approved

field order for promulgation. It indicates the current status on the daily situation map, including what is known of the enemy, and advises as to cooperation with adjacent commands, being charged with the liaison therewith. The section deals with the general subjects of organization and matériel as they effect readiness for operations; and considers the quartering or camping of the troops in relation to contemplated movements. It prepares the war diary for the headquarters of the command. This section operates the message center, the point mentioned in the final paragraph of the standard field order, to which messages are to be sent, and from which they are dispatched at headquarters.

Through Chief Signal Officer it concerns itself with the efficient working of the radio, telegraph, telephone, cable, and visual communications; and with the coding, decoding, ciphering, and deciphering of messages. The operations section is charged, in peace and in the intervals of active operations in war, with the preparation of plans for the instruction and training of the command for war; the operation of schools for staff, artillery, musketry, bombers, etc.; the preparation of problems, schedules, and critiques, and the conduct of maneuvers. It is a training school for candidates for the General Staff in its utilization of carefully selected officers as learners, assistants, etc. In both peace and war it watches over the fighting fitness of the command and keeps touch with the state of efficiency of all its organizations.

**6. The intelligence section.**—This branch of General Staff work will be normally under the immediate charge of the General Staff officer second in rank after the Chief of Staff. Such assistants will be detailed as are necessary, if not assigned to the command from the General Staff. The Chief of Staff, while not personally engaged on the routine work of this section, will give it the personal attention necessary to assure himself of its efficiency and to enable him at all times to advise the commander in the light of all information available in it.

The intelligence section of the General Staff makes and distributes a daily summary of information received regarding the disposition and movements of the enemy. It supervises exploring and reconnaissance of the theater of operations, collecting and distributing topographical information regarding it, and secures, compiles, and distributes maps. It is the duty of this section to examine and analyze captured correspondence

and documents and wireless interceptions, as well as to examine and interrogate prisoners of war and deserters. It analyzes and collates information from aeroplane and other photographs, and itself establishes and operates a photographic plant. Interpreters, guides, and translators are secured through this section, which has general charge of relations with the civil authorities and inhabitants of occupied territory. It establishes the military secret service for the command and has charge of the duty of counterespionage and the general supervision of the intelligence work throughout the command. The section maintains close relations with the Aviation Corps, whose efficiency in reconnaissance is interwoven with its own usefulness to the command. The sending and receiving of flags of truce and of any other communication with the enemy are conducted through this section. It is charged with the reception, quartering, messing, and movements of foreign attachés while with the command. It regulates the movements of press representatives, magazine writers, photographers, and other civilians in the theater of operations. The matter of censorship of mail, cable, telegraph, and telephone service, and of press censorship, under the instructions of the Secretary of War, is under immediate charge of the intelligence section. Its activities include scanning hostile and neutral newspapers and the translation and proper disposition of such extracts as by their character justify it, including not only information regarding the troops of the enemy but economic and other vital conditions in his territory. It furnishes historical and other pertinent information regarding hostile regiments opposite the front of the command. The section keeps an intelligence diary.

#### IV. TECHNICAL AND ADMINISTRATIVE STAFF.

(See diagram. Appendix A.)

7. This includes the representatives of the various staff corps and departments who may be assigned to the headquarters. The functions of the technical and administrative staff of a division are so intimately connected with the maintenance of the command as to preclude the separation of any of its personnel for any extended period of time from its headquarters. These staff officers are the technical advisers of the division commander, and control directly the operation of such portions of

their respective corps personnel as may be placed under their immediate orders.

**8. The record section.**—The adjutant is the officer in charge of the record section. As the medium of communication between the commander and all other parts of the command, except the General Staff, the adjutant is the head of the technical and administrative staff. His office is charged with the custody of all records of the command except confidential records of the intelligence section of the General Staff and administrative records pertaining to money and property accountability and responsibility. The record section prepares and promulgates all administrative and routine orders, circulars, memoranda, bulletins, etc., and jointly with the heads of other staff departments concerned the adjutant is present when operations orders are decided upon, and prepares the paragraphs of such orders that may touch administrative staff service. This section is charged with the custody and distribution of War Department and other orders, bulletins, regulations, etc., from outside sources. It corrects headquarters copies of Army Regulations and service manuals to conform to published changes. It handles consolidated daily reports, camp returns, survey reports, requisitions, and rosters. It prepares returns, checks returns from subordinate organizations; prepares, enters, and records papers; keeps records of prisoners and casualties. The routine business of the command is conducted by this office, which prepares general correspondence for signature; checks it up and mails it. The duty of copying and mimeographing is performed by this section. The adjutant, through the opportunities afforded by his office as a channel, and otherwise, so informs himself as to the administrative efficiency of the command, including supply and staff departments, as to enable him to furnish accurate information regarding it to the Chief of Staff or commander whenever required.

**9. Inspection section.**—The inspector is the officer in charge of the inspection section. This section concerns itself with all classes of inspections of the command, except tactical, and the inspector should accompany the commander at his tactical inspections. Its inspections include organizations, their camps or quarters, interior economy, transportation, equipment, arms, records, messing, and morale. The inspector condemns unserviceable property, verifies money accounts, and generally exercises a comprehensive and general observation within the command

over all that pertains to efficiency, condition, and state of supplies, expenditure of public property and moneys, conduct, and discipline of officers and troops, and reports with impartiality as to irregularities discovered, making suggestions as to the correction of defects coming under his observation. This section undertakes special investigations when required.

**10. Law section.**—The judge advocate is the officer in charge of the law section. This section concerns itself with the preparation and investigation of court-martial charges, the submitting of legal opinions on questions referred to it, and the examination and tentative review of all court-martial cases requiring the action of the commander. It prepares all orders pertaining to court-martial proceedings and renders such general assistance as may be required of it. Its connection with the subject of courts-martial is extended in time of war to such tribunals as courts of inquiry, military commissions, and provost courts. The judge advocate is the advisor of the commander in the general administration of military justice in the command.

**11. The supply section.**—The quartermaster is the officer in charge of the supply section. This section is charged broadly with the supply of the command. It deals with questions of quarters, subsistence, pay, transportation of personnel and supplies, fuel, lights, water, clothing, quartermaster equipment, forage, etc. It furnishes and repairs vehicles for transportation. It is responsible for the supply of remounts to the mounted troops, and with the replacement of all classes of public animals. The supply section furnishes motor vehicles as authorized for use of headquarters, troops, and trains. It considers and adjusts claims, and does general disbursing for the command. It is charged with salvage in the theater of operations; polices the battle field and buries the dead; locates and cares for cemeteries. Laundries and baths for the command, except as to their medical aspect, are established and operated by this section.

**12. The sanitary section.**—The surgeon is in charge of the sanitary section. Normally his senior assistant is the sanitary inspector for the command. One assistant performs the duty of attending surgeon for the headquarters. The duties of this section are advisory and administrative. It is charged with the supervision of the sanitation of camps and quarters of the command and of the occupied territory. It cares for the sick and wounded, being responsible for the evacuation of the wounded from the battle field. This section procures the necessary medi-



cal and surgical supplies, and advises as to the assignment and distribution of medical personnel. It performs similar duty with regard to veterinary personnel and supplies. It provides for the disinfection of clothing, and in their medical aspect is responsible for the operation of baths and laundries. The surgeon is expected to freely advise the commander on matters pertaining to his responsibilities, which include training the command in matters of personal hygiene and military sanitation; the provision of facilities for maintaining good sanitary conditions; and, in so far as they have a bearing upon the physical condition of the troops, the equipment of individuals and organizations, the condition of buildings or other shelter occupied by troops, the character and preparation of the food, the suitability of clothing, and the disposal of waste. He recommends as to action on requests for absences on account of sickness or wounds. The surgeon's responsibilities for the health of the command and its physical efficiency are so great that he should not hesitate to proffer recommendations on matters which he believes to be vital to them.

**13. The engineer section.**—The chief engineer of a command in charge of this section is normally the senior officer of the engineer troops with it. A separate office at headquarters will not generally be necessary. The activities of the engineer section include the furnishing of labor and material for roads, bridges, docks, mines, and for the construction, operation, and maintenance of railways in the theater of operations. It constructs field fortifications, makes surveys, sketch maps, etc. It is charged with furnishing engineer material for its various constructions, as well as flares, searchlights, mines, asphyxiating gas, etc.

The chief engineer is the adviser of the commanding general and of the Chief of Staff on all matters requiring engineering skill and knowledge.

**14. The ordnance section.**—This section, under the ordnance officer, is charged with furnishing ordnance supplies and with repairs to the same. The chief ordnance officer is the adviser of the commanding general and of the chief of staff on all technical matters relating to ordnance.

**15. The signal section.**—The signal section is under the signal officer whose staff duty, with regard to purely signal matters, is principally concerned with procuring supplies. His technical knowledge, however, made use of in the operation sec-

tion of the general staff, by detailing him, as an assistant in matters of radio, visual, pigeon, and wire communications; the receipt and transmission of messages; the supervision of the headquarters telephone and telegraph service, and the service of wireless intercepting, listening-in, etc.

#### V. AIDES.

16. When not on duty directly under the commanding general one aide will be detailed in the operations section and one in the intelligence section of the general staff.

The aide in personal attendance on the commanding general will inform the Chief of Staff, at the earliest practicable moment, of any contemplated movement of the commanding general.

If the commanding general issues any orders or instructions when the Chief of Staff is not present, the aide in attendance will make a written copy at the time of such orders or instructions and will send it without delay to the Chief of Staff.

An aide will be responsible to the supply officer for headquarters for the commanding general's horses, motor car, or other property in his personal possession.

#### VI. HEADQUARTERS TROOP.

17. The troop commander is ex officio camp commander of the headquarters camp. He is responsible for the security of the commanding general and of headquarters, causes the necessary sentries to be posted, the proper flags and lights to be displayed, and maintains order and police in the vicinity of headquarters.

He issues orders for the movement of civilian and enlisted personnel on receipt of instructions from the Chief of Staff, details the necessary orderlies, causes the horses of the staff to be cared for and delivered on order.

For messing, quartering, and muster all enlisted men at headquarters are part of the headquarters troop.

#### VII. ORDERS.

18. A verbal order is more likely to cause misunderstanding than a written one. Ambiguous and badly worded orders are a fruitful cause of mistakes. When definite action is required a definite order should be given. When it is necessary to place

a subordinate in a position in which he must act on his own judgment, the object to be attained must be made clear, and he should be furnished with all available information likely to be of use to him; but definite orders as to methods of action would be out of place. It must, however, be made clear whether the attainment of the object in view is to override all other considerations, such as loss of life, or not. In considering this important point it must be remembered that great objects can not be attained by half-hearted measures.

Whenever time permits, orders and other communications should be typewritten or printed, because when issued in these forms they are more easily read and grasped than when written.

Confidential orders must always be typed or written by a staff officer. Orders having been issued, they should be reproduced and distributed without undue delay, in order that subordinate commanders and troops may be relieved as far as possible from uncertainty and from the consequent necessity of making hasty arrangements. It will be often possible to make an early issue of preliminary instructions, stating at the same time the hour when detailed orders will be circulated.

This course is especially advisable when orders can not be issued until late at night.

All staff officers whose duties may require them to prepare orders or messages should carry with them the necessary materials for drafting and copying orders and messages in the field.

Receipts must be obtained for all communications sent from headquarters.

## VIII. MESSAGES.

19. The rules adopted to secure clearness in orders apply equally to messages.

Urgent operation orders or messages shall take priority in transmission of all others.

Subject to any instructions issued by the Chief of Staff, the signal officer decides on the method by which a message, order, or letter confided to the signal service is to be sent.

Messages arriving will have the time of receipt noted on them, will be receipted for if arriving by messenger, and will be at once sent to the officer concerned. At night the officer on duty will use his discretion as to whether the importance of a message calls for its delivery before morning.

A receipt of all messages must be acknowledged on the envelope or otherwise.

A register of messages sent or received will be kept at the message center.

#### **IX. MESSAGE CENTER.**

20. This is the point mentioned in all field orders to which messages are to be sent. It is the office for dispatching messages. It will be maintained whether the command is stationary or in movement. It pertains to the operations section of the General Staff and will normally be under charge of the signal officer as assistant to the General Staff.

#### **X. PRESS REPRESENTATIVES AND CENSORSHIP.**

21. The regulations governing correspondents permitted to accompany the armies in the field are contained in paragraphs 422 to 431, inclusive, Field Service Regulations. Press representatives are under the control of the intelligence section of the General Staff. They are under the direct control of the censor, who will issue to them such additional instructions as may be found necessary to amplify those contained in Field Service Regulations.

#### **XI. FOREIGN ATTACHÉS.**

22. When duly accredited attachés of foreign governments are permitted to accompany the forces in the field, they will be placed under the care of the Intelligence Section of the General Staff.

One officer, with such assistants as may be necessary, will be designated to receive and attend the foreign attachés and to make the necessary arrangements for their comfort. The officers designated for this duty will have charge of the movements and correspondence of the attachés, and through these officers will be transmitted all orders, communications, or information that it may be deemed expedient to furnish them. No other person will furnish attachés any information whatever.

The officer in charge of attachés is responsible for the censorship, dispatch, and delivery of all their correspondence.

No cipher or code is permitted, and no telegram can be dispatched except in the case of the most urgent necessity.

The officer in charge of attachés will issue such subsidiary regulations as may appear necessary, including instructions for their servants or interpreters.

## **XII. COORDINATION AND COOPERATION.**

**23.** Staff officers, as such, have no authority over the troops, or services, or departments, and though they are responsible for the issue of orders, it is essential that they should remember that every order given by them is given by authority and on the responsibility of the authorized commander. This must always be made clear to the recipient of the order.

Efficient performance of staff duties is far more difficult in a new organization than in one that has existed for some time, and in which commanders and staff know each other well and are accustomed to work together. When this knowledge and previous experience do not exist, it is more than ever essential that the nature and importance of staff duties and the general principles of their organization should be clearly understood by commanders as well as by staff officers.

Secrecy as to plans and intentions is often advisable, and few matters call for more judgment in war than to know how much it is advantageous to make known and how much to conceal.

Overconcealment tends to prevent intelligent cooperation, while if plans and intentions are allowed to be known prematurely the enemy may gain valuable information from prisoners or spies, or by other means. Staff officers should always endeavor to obtain instructions from their superiors as to what information it is advisable to make known to subordinate commanders; but at times they may have to use their own judgment. As a general guide, they must remember that unity of effort toward a common object can not be attained if subordinates who may have to act on their own judgment are not told all that which it is necessary for them to know.

Every staff officer who obtains any information likely to be of use is responsible that it is passed on to the chief of staff at once.

All staff officers must use their judgment in communicating information to others likely to be affected by it. A staff officer bringing information to headquarters should state to whom else he has communicated it. A subordinate commander to whom

information is given should be informed as to the other commanders to whom similar intelligence has been given.

### **XIII. BRIGADE ADJUTANT.**

24. The headquarters of a brigade of Cavalry, Field Artillery, or Infantry has as staff one major, brigade adjutant, and two aids.

To the brigade adjutant, assisted by the aids, naturally fall all the staff duties. The adjutant takes the place of the Chief of Staff in higher units.

Should troops, in addition to those which normally constitute the brigade be attached to it, the commander ordering these dispositions is responsible that any necessary increase is made to the brigade staff.

### **XIV. STAFF INTERCOURSE, TACT, MANNERS, ETC.**

25. It is essential that the officers of the staff should always be in close touch; everything must be done to coordinate the work, avoid duplication, or other waste of effort.

A staff officer needs a broad outlook, modesty, and above all manners.

A staff officer must never do a job slackly or make a mistake; and if he does, he must confess it directly and make it right.

A staff officer is the servant of all and must devote himself to the whole command.

Although a servant, he must still have the resolution of a master. He must be cheerful, sympathetic, loyal, and always think of the machine as a whole and not try to get advantages for his own command.

He must never say "It is not my job."

Orders should be conveyed concisely and in good English. In order to write orders a staff officer must visualize what is going to happen.

He should always discuss orders with commanders of units, if possible.

Staff officers must be careful to avoid errors in writing the names of places. It frequently happens, for example, in France that places in the same district have names practically identical.

He must learn to work quickly and to practice the dictation of orders. Orders should be criticized from the point of view of the reader, and if possible another staff officer should read

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|---|---|--|
| <p>             Plans for operations.<br/>             Detachments.<br/>             Field Order.<br/>             War Diaries.<br/>             Organization of railways.<br/>             Material.<br/>             Daily situation and fortification.<br/>             Cooperation with the army.<br/>             Defense schemes.<br/>             Reinforcement.<br/>             Training and engineering supplies.<br/>             Quartermaster and movement.<br/>             Message Center.<br/>             Liaison.<br/>             Signal, radio, cable communication.<br/>             Coding, deciphering.<br/>             Etc., etc., etc.           </p> | <p>             Ordnance supplies.<br/>             Repairs to ordnance.           </p> | <p>             Signal supplies.<br/>             Assistant to General Staff in matters of radio, visual, wire communication; message receipt and transmission; Headquarters telephone and telegraph service; pigeons.<br/>             Wireless interception, etc., etc.           </p> |



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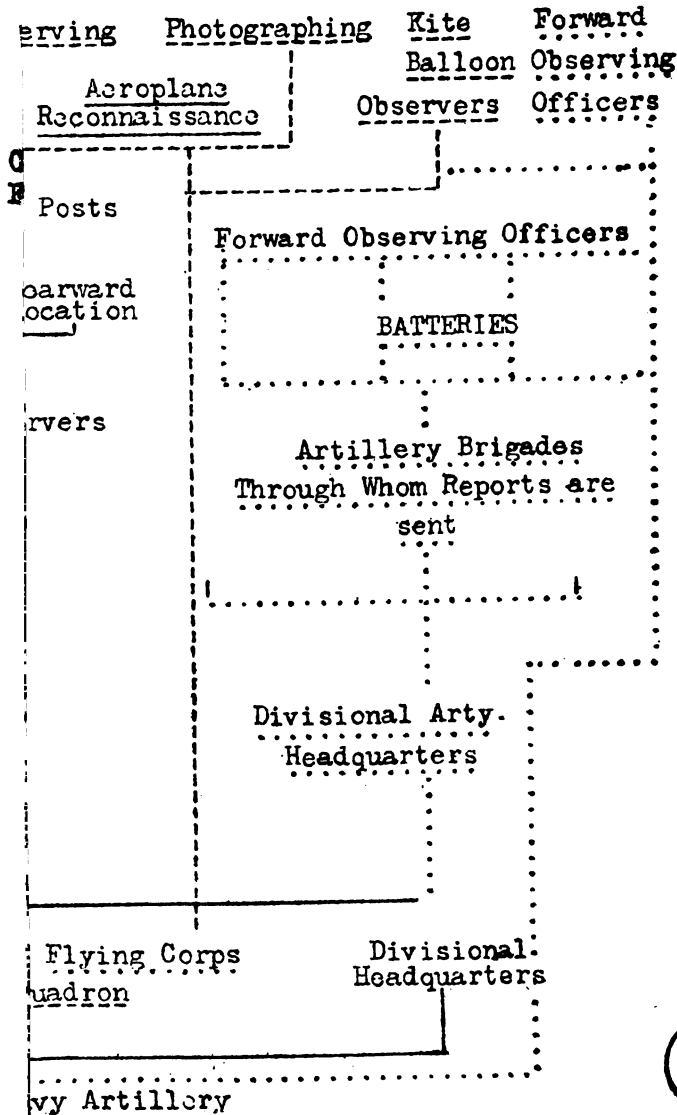
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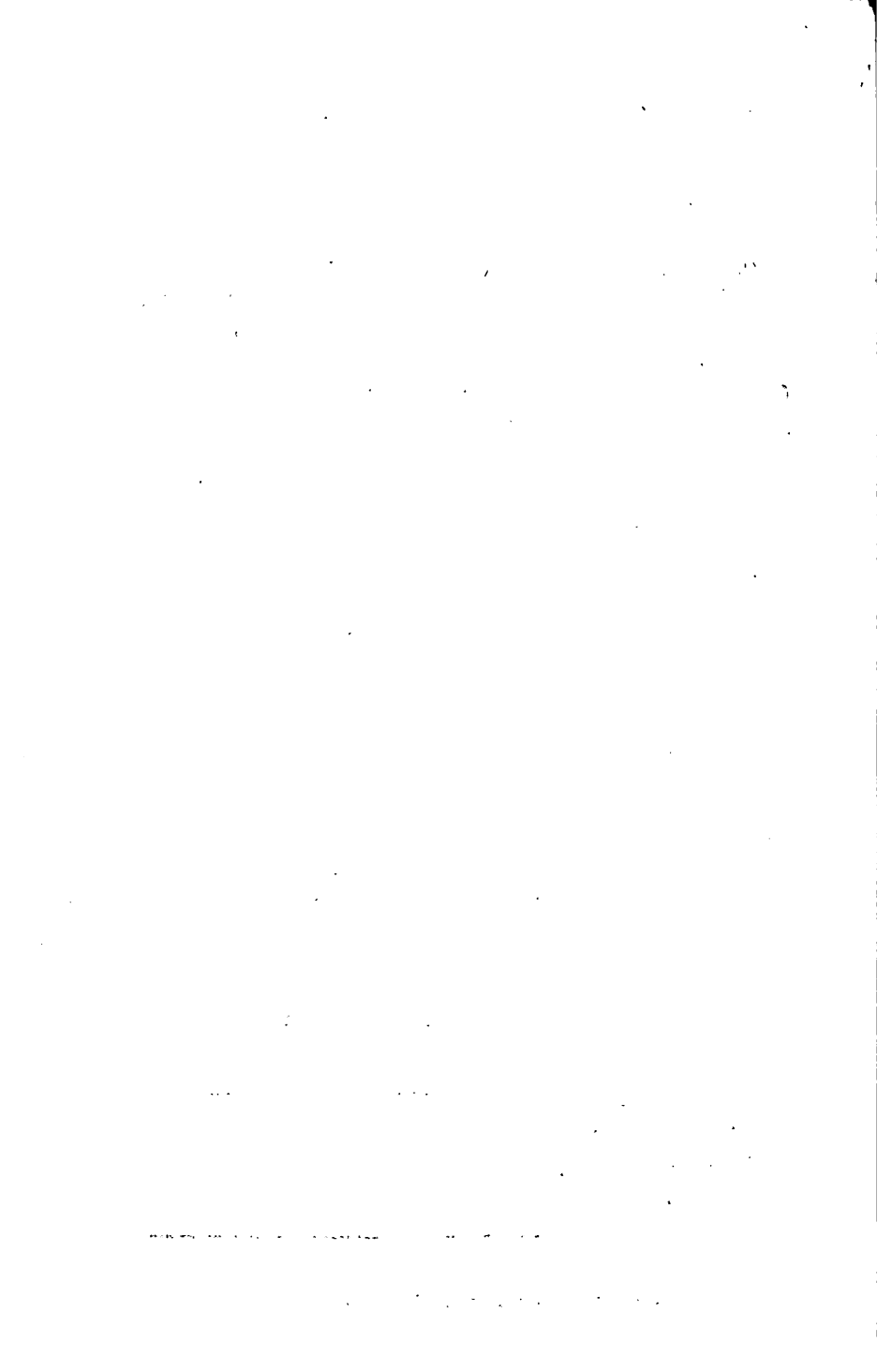
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# Appendix B.





them over. It is inexcusable in a staff officer to make a mistake through carelessness. He must always study the human nature of the men with whom he is brought in touch.

The members of the staff should be good friends in order to work harmoniously together. It is upon perfect confidence and close cooperation that success depends.

#### APPENDIX C.

##### WAR DIARY.

1. A daily record of events, to be kept in campaign by each battalion and higher organization, and by each ammunition, supply, engineer, and sanitary train.

2. The day comprises the 24 hours covered by the date.

3. To be submitted to the next higher commander, and by him forwarded, as soon as practicable, direct to the War Department; commanders of armies or of units not components of a higher command, forward their diaries direct to the War Department.

4. After an engagement the report of losses and captures will be filled out, and a sketch will be appended showing the position of the command at the most important phases.

5. Copies of orders and messages received will be appended, or a synopsis of their contents will be entered in the diary; it is most important that the exact time and place of issue and receipt be shown.

6. Each installment of the diary will begin on sheet No. 1; if necessary, sheet No. 2 will be used for the additional leaves.

7. See paragraph 35, Field Service Regulations.



[illegible]

**NOTE.**—If moving, show place opposite hour.





